FIINESS I	KEPORI & C	NOF	LING	RECORD (E1-0)	r 		RCS	BUPERS 1610-1	
1. Name (Last, First MADDLE, S	MI Suffix) SCOTT D			2. Grade/Rate CDR		120	4. SS	(b)(b)	Z
5 ACT TAR I	NACT AT/ADSW/ 265	6. UIC 21831	7. Ship/Star SS	tion N-772 GREENEVI	LL		Promotion Statu REGULAR	9. Date Reporte 99FEB2	d 1
Occasion for Report 10. Periodic X	Detachment 11. of Individual	Detachmen 12. Reporting		13. Special	Period of 14. From:	• • • • •	EP01 15.	т _{о:} 00AUG04	l
16. Not Observed Report	Type of Report 17. Regular X	18. Co	ncurrent [19. Ops Cdr	20. Physic	al Readin P/WS		tillet Subcategory (if as	ny)
22. Reporting Senior	(Last, FI MI)	23. Grade CAPT	24. Desig	25. Title COMMODOR	Æ	26. U		sn LLD (C)	5
	ment and command achie EASTPAC-4, U		ining-	4, Local Area Ope	ration	ns-3,	ORSE-1, TV	WP-1, Bilate	ral
				ons with JDS HAYA					
29. Primary/Collatera CO	I/Watchstanding duties. (I	Enter primary du				and the second of the second o			
C > C + C E -	II. Olh III	DED 20 De	to Corrected	las Company		122	8	1.104	
enter 30 and 31 from cou			te Counseled	31. Counselox (b) (6			Signature with iv	VIII	ر
PERFORMANCE TF standards; 4.0 - Excee	CAITS: 1.0 - Below standards; 5.0	ards/not progress - Meets overall	criteria and	AT in any one standard; 2.0 - Do most of the specific standards for	es not yet r 5.0. Stand	lards are n	0 standards; 3.0 - ot all inclusive.	Meets all 3.0	
PERFORMANCE TRAITS	1.0* Below Standar	rds	2.0 Pro- gressing	3.0 Meets Standards		4.0 Above Standards	Greatly	5.0* Exceeds Standards	
33. PROFESSIONAL EXPERTISE: Professional proficiency, and qualifications.	Lacks basic professiona to perform effectively. Cannot apply basic skil Fails to develop profess achieve timely qualifies.	ls. ionally or	- -	- Has thorough professional known competently performs both round new tasks. - Steadily improves skills, achieve timely qualifications.	ntine	- - -	solve difficult - Exceptionally executes inno	vskilled, develops and vative ideas. y/highly advanced	r
NOB				· · · · · · · · · · · · · · · · · · ·]		X
84. EQUAL OPPORTUNITY: Fairness, respect for human worth.	Displays personal bias of in harassment. Tolerates bias, unfairne harassment in subording - Lacks respect for EO ol Interferes with order an	ss or ates. ojectives. d discipline	 - -	 Always treats others with fairner and respect. Does not condone bias or haras in or outside of workplace. Supports Navy EO objectives. Contributes to unit cohesivenes 	sment	- - -	respect Ensures a clir respect for hu - Pro-active EC concrete EO c - Leader and m) leader, achieves objectives. odel contributor to uni	it
NOB	by disregarding rights o	t others.		and morale.		X	cohesiveness	and morale.	
SS. MILITARY BEARING/ CHARACTER: Appearance, conduct, Physical itness, adherence o Navy Core	- Consistently unsat appe - Unsatisfactory demeand - Unable to meet one or in physical readiness stand - Fails to live up to one o Navy Core Values: HO COURAGE, COMMIT	or/conduct. nore lards. r more NOR,	-	- Excellent personal appearance Excellent demeanor or conduct - Complies with physical readine program, within all standards Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.	SS :	- - -	- Exemplary re - Excellent or of leader in physical		
Values. NOB]		X
16. TEAMWORK: Contributions to eam building and eam results.	Creates conflict, unwilliwith others, puts self ab Fails to understand tean teamwork techniques. Does not take directions	ove team. n goals or	-	- Reinforces others' efforts, meets personal commitments to team. - Understands team goals, emplo good teamwork techniques. - Accepts and offers team direction	ys	- - -	and progressTalented men techniques for	cepting and offering	
иов 🗌									X
AT. MISSION AC- COMPLISHMENT AND INITIATIVE: Taking initiative, Ilaming, Prior- tizing, achieving mission.	- Lacks initiative Unable to plan or priori - Does not maintain readi - Fails to get the job done	ness.	- - - -	-Takes initiative to meet goalsPlans/prioritizes effectivelyMaintains high state of readines -Always gets the job done.		- (f	accomplish m - Plans/prioritiz skill and fores - Maintains sur	zes with exceptional sight. perior readiness, even esources	

NOB

mission.

FILME 22	KEPUF	KI Ar	NOC.	SELII	VG F	KECUKU	(E1		(CO	nt	<u>a)</u>	RCS BUP	ERS 1610-1		
1. Name (Last, First WADDLE,) .				2. Grade/Rate CDR	3.		1120)		4. SSN (b)	(6)	5	
PERFORMANCE TRAITS		1.0* Below Standards		2.0 Pro- gressing		3.0 Meets Standa	rds		4.0 Abo Standa	rve		5 Greatly Excee	.0* ds Standards	a: •	
38. LEADERSHIP: Organizing, motivating and developing others to accomplish goals.	subordinate - Fails to org for subordi - Does not so relevant to - Lacks abili tolerate str - Inadequate - Tolerates h practices.	panize, creates prinates. A or achieve goa command missic ty to cope with cess. communicator. azards or unsafe titend to welfare of	oblems ls on. or	-	develog - Organi probler - Sets/ac which: - Perfort - Clear, 1 - Ensure equipm - Routin	vely motivates, tres subordinates. zes successfully, ns as they occur. hieves useful, resupport commans well in stressfutimely communics a safety of personent. ely considers subal and profession	solves distic goals dission. distructions eator. unel and ordinates'		-	- Inspiring motivator and trainer, consistently builds winners. - Superb organizer, great foresight, gets ahead of problems. - Leadership achievements dramatic further command mission. - Perseveres through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscient maintains top safety record. - Constantly improves the personal professional lives of others.					
NOB _	1							L		Щ				X	
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	expected for Has difficular weapons Below other employment - Warfare sk below standothers of sa	ills in specialty a dards compared t me rank and	perience. craft rment. and	-	and explored and explored and explored weapon warfard.	pected. ly employs ship(s ns systems. Equa e knowledge and re skills in specia	- Fully qualified at appropriations as required loys ship(s), aircraft, or ems. Equal to others in eledge and employment. s in specialty equal to e rank and experience. - Fully qualified at appropriation for rank and experience. - Innovatively employs ship aircraft, or weapons system above others in warfare known and employment. - Warfare skills in specialty others of same rank and experience.							eli dge	
NOB	experience.					· ·								X	
40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School. COMMAND STAFF															
Bold, underlined, italic, or other highlighted type is Prohibited. Four must be 10 or 12 Picth (10 or 12 Point) only. Use upper and lower case. A TOP CO. OUTSTANDING MENTOR/INSPIRATIONAL LEADER. READY FOR MAJOR COMMAND. Equal in every respect to my EP, but ranked as an MP solely due to admin requirements. *33/37/39-Superb tactical skill across a broad spectrum of operations. Outstanding performance during an emergent operation vital to national security and during a deployment in support of operations with Joint Task Force West Coast. Clearly demonstrated leadership and tactical acumen found in only the best CO's. *36/37/39-Go to boat for emergent operations. Awarded Tactical T, Medical M and Admin A in 1999. Best Weapons Department in Squadron; Above Average on TWP; shooting 5 for 5. Superb performance during several TACDEVEX's, Battle Group exercises and joint US/Japanese DSRV operations. *36/38-Superb crew and officer morale. Strong mentor for officers in his wardroom, 100% officer retention. Flies gold and silver dolphin flags representing excellence in crew warfare qualifications. Recognized by Silver Anchor Award in 1999 and Fleet Commander in 2000 for retention excellence. *36- Exceeds all physical fitness requirements. Commander Waddle is performing flawlessly as Commanding Officer and I know of NO OTHER OFFICER with his proven potential to serve in a major command. He is most strongly recommended for immediate promotion to Captain and has EXCEPTIONAL FLAG POTENTIAL.															
Promotion Recommendation 42.	NOB	Significant Problems	Progressin	g Pron	notable	Must Promote	Early Promote		14. Rep	orting	Senior A	Address			
INDIVIDUAL					Χ]							
43. SUMMARY	$\overline{}$	0	0		2	1	1								
46. Signature of Reporting Senior 46. Signature of Individual Evaluated. "I have seen this report, been apprised of my performance, and understand my right to submit a statement." I intend to submit a statement. Date: 8-3-00 17. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report															
		-	·												
												Date:			

FITNESS F	REPORT & CO	SEL	ING F	RECORD (E7-06)) J (RCS BUPERS 1610-1	
1. Name (Last, First		-,		2 Grade/Rate	3. Ludg		į	4. SSN / C C C	7
WADDLE, S	COTT D		·	CDR		1120		(b)(b)	<u></u>
	NACT AT/ADSW/	6. UIC	7. Ship/S				8. Promotion		
X		21831		SSN-772 GREENEY		· D	REGU	LAR 99FEB2	<u>'1</u>
Occasion for Report 10. Periodic X	Detachment 11. of Individual	Detachmen 12. Reporting		13. Special	Period of 14. From	•	JUN13	15. To: 99AUG3	1
16. Not Observed	Type of Report				20. Physi			21. Billet Subcategory (if a	
Report	17. Regular X	18. Con	current	19. Ops Cdr		P/WS	3	CO AFLOAT	
22. Reporting Senior	(Last, FI MI)	23. Grade	24. Desig	·		26. U		27. SSN	
2(6)(6)	λJ	CAPT	1120	COMMODOR	RE	5.	5346	[(b)(2)])
	yment and command achie		_						
Upkeep/Train	ning-4, Local	Area Ope	ration	s-1, Leave/Transi	t/TEMI	DU-9:	98JUN1	.3-99FEB20	
								7	
29 Primary/Collater	al/Watchstanding duties. (I	Enter primary d	utv abbrevi	ation in box.)					
CO		manding							
		manarng	OLLIGO	.					
	g Use. (When completing FTT		Date Counse				32. Signature	of Individual Counseled	
enter 30 and 31 from cou			IOT RE						
PERFORMANCE T standards; 4.0 - Exce	RAITS: 1.0 - Below stand: eds most 3.0 standards; 5.0	ards/not progres) - Meets overal	ssing or UN Il criteria an	SAT in any one standard; 2.0 - I d most of the specific standards f	oes not yet or 5.0. Star	t meet all ndards ar	3.0 standard e not all inch	ls; 3.0 - Meets all 3.0 Isive.	
PERFORMANCE	1.0*		2.0	3.0		4.0	<u> </u>	5.0*	
TRAITS	Below Standards	5	Pro- gressing	Meets Standards		Above Standard		Greatly Exceeds Standards	
33.	- Lacks basic professiona	l knowledge	-	- Has thorough professional kn	owledge.	-		nized expert, sought after to	-
PROFESSIONAL EXPERTISE:	to perform effectively Cannot apply basic skil	ls.	-	- Competently performs both re	outine	-		lifficult problems. tionally skilled, develops and	ı
Professional	Faile to develop meeting	ionally or	_	and new tasks.			L.	es innovative ideas.	
knowledge, proficiency, and	- Fails to develop profess achieve timely qualification		-	 Steadily improves skills, achi- timely qualifications. 	eves	-		ves early/highly advanced cations.	
qualifications.				amory quantioning.			-		
NOB									X
34.	- Displays personal bias o	r engages	-	- Always treats others with fair	ness		- Admir	ed for fairness and human	
EQUAL OPPORTUNITY:	in harassment Tolerates bias, unfairnes	ss or	_	and respect. Does not condone bias or hard	assment	1_	respec	s a climate of fairness and	
Fairness, respect for human worth.	harassment in subordina	ites.		in or outside of workplace.			respec	t for human worth.	
ioi numan worui.	- Lacks respect for EO ob	jectives.	-	- Supports Navy EO objectives	i.	-		tive EO leader, achieves te EO objectives.	
	- Interferes with order and		-	 Contributes to unit cohesivene and morale. 	ess	-	- Leader	and model contributor to un	út
NOB	by disregarding rights of	outers.		and morate.		[]	conesi	veness and morale.	
35.	- Consistently unsat appe	arance.		- Excellent personal appearanc	e.			lary personal appearance.	
MILITARY BEARING/	- Unsatisfactory demeand	r/conduct.	-	- Excellent demeanor or condu	ct.	-	- Exemp	lary representative of Navy.	
CHARACTER:	 Unable to meet one or ne physical readiness stand 	ì	-	 Complies with physical readilisting program, within all standards 		-		ent or outstanding PRT. A in physical readiness.	
Appearance, conduct, physical	- Fails to live up to one of	r more	-	- Always lives up to Navy Cor	e	-	- Exemp	lifies Navy Core Values:	
fitness, adherence to Navy Core Values	Navy Core Values: HO COURAGE, COMMIT			Values: HONOR, COURAG COMMITMENT.	E			OR, COURAGE, MITMENT.	
NOB							_		X
	- Creates conflict, unwill	ing to work		- Reinforces others' efforts, mee	<u></u>		Toom	huilder incrine as an aration	
36. TEAMWORK:	with others, puts self ab		-	personal commitments to team		-	and pr	builder, inspires cooperation ogress.	
Contributions to	 Fails to understand team teamwork techniques. 	n goals or	-	 Understands team goals, empl good teamwork techniques. 	loys	-		ed mentor, focuses goals and ques for team.	i
team building and team results.	- Does not take directions	s well.	-	- Accepts and offers team direct	tion.	-	- The be	est at accepting and offering	
		i					team o	lirection.	
NOB		[<u> </u>							
إنسا	T 1. 1 1. 1. 1.			m 1 - total at			1	omo innovativo mare 4-	X
37. MISSION AC-	- Lacks initiative.	! !	-	- Takes initiative to meet goals.	•	-	accom	ops innovative ways to plish mission.	
COMPLISHMENT	- Unable to plan or priori	tize.	-	- Plans/prioritizes effectively.		-		prioritizes with exceptional and foresight.	
AND INITIATIVE: Taking initiative,	- Does not maintain readi	ness.	_	- Maintains high state of reading	ess.	-	- Maint	ains superior readiness, even	
planning, prior- itizing, achieving	- Fails to get the job done			- Always gets the job done.	^	-		mited resources. obs done earlier and far	
mission.	See are job dolle	 	· ——i	. 2 a, to got the job dolle.	19	(7		than expected.	
NOB						L X >	< II		; ;

NAVPERS 1610/2 (7-95)

FITNESS I		RT AND	DUNS	ELING I	RECORD	(E7-0+	cont'd				
1. Name (Last, First M			-		2. Grade/Rat CDR	1 5		4. SSN (b) (b) I			
WADDLE, SC		1.0*		2.0	3.0	<u> </u>	1120				
TRAITS		Below Standards	g	Pro- ressing	Meets Stand	ards	Above Standards	Greatly Exceeds Standards			
PERFORMANCE TRAITS 38. LEADERSHIP: Organizing, motivating and developing others to accomplish goals. NOB 39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	subordina - Fails to or for suborc - Does not: - Lacks abitolerate st - Indequate - Tolerates practices Does not: subordina - Has diffice expected fi - Has diffice or weapon Below oth employme - Warfare sl below star	Below Standards totivate, train or otes. ganize, creates plinates. set or achieve go o command miss lity to cope with ress. communicator. hazards or unsaf attend to welfare tes. ulty attaining qu for the rank or ex ulty in ship(s), ai as systems emplo ers in knowledge ant. kills in specialty adards compared	4.0 Above Standards	Greatly Exceeds Standards Inspiring motivator and trainer, consistently builds winners. Superb organizer, great foresight, gets ahead of problems. Leadership achievements dramatically further command mission. Perseveres through the toughest challenges and inspires others. Exceptional communicator. Makes subordinates safety-conscious, maintains top saftey record. Constantly improves the personal and professional lives of others. Fully qualified at appropriate level for rank and experience. Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. Warfare skills in specialty exceed others of same rank and experience.							
NOB experience. experience.											
others of same rank and experience.											
OUTSTANDING Promotion	LEADER:	SHIP SKII Significant	LS. A M	OST SELE	CT FOR MA			6 :			
Recommendation	NOB	Problems	Progressing	Promotable	Promote	Early Promote		Senior Address			
42. INDIVIDUAL				Х			COMMAND SUBMARI	NE SQUADRON ONE			
43.		0			2	2	UNIT 25	109			
SUMMARY			0	4		2	FPO AP	96601-5203			
(7)	45. Signature of Reporting Senior 46. Signature of Individual Evaluated. "I have seen this report, been apprised of my performance, and understand my right to submit a statement." I intend to submit a statement. I do not intend to submit a statement. Solution Plate: 47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report										
								Date:			
NAVPERS 1610.2 (7-95)											

	TITNESS REPORT & COUNS IG RECORD (E7 - O6) RCS BUPERS 1610-1											
•	SCOTT D			2. Grade/Rate CDR	3. Desig 112()	4. SSN (6) 7					
\mathbf{X}	265	6. UIC 32654	7. Ship/S NAVI	REACT DOE WASH		I	Promotion Status 9. Date Reported 98 JUL 05					
Occasion for Report 10. Periodic.	Detachment X	Detachme	ent of Senior	13. Special	Period of 14. From		JN13 _{15. To:} 980CT04					
16. Not Observed Report X	Type of Report 17. Regular	18. Cor	ncurrent	19. Ops Cdr	20. Phys. P/WS	ical Readin S	ess 21. Billet Subcategory (if any) NA					
22. Reporting Senio]	23. Grade SES6	24. Desig	25. Title DEPDIRNUCPI	ROPL	26. UI 641						
Naval Nucle		Program		narters; Design and submarines and s		_	nt of nuclear power					
-	-					- snip	, ,					
PCOCRS	ral/Watchstanding duties. STU F VE: 98JUN13-98	ROSPECTI		MANDING OFFICER I	REFRESI	HER COI	JRSE-(12 WKS).					
For Mid-term Counseling U enter 30 and 31 from counse	se. (When completing PITREP, ling record, sign 32.		Date Couns OT REQ			32.	Signature of Individual Counseled					
PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.												
PERFORMANCE TRAITS	1.0* Below Standar	rds	2.0 Pro- gressing	3.0 Meets Standards		4.0 Above Standards	5.0* Greatly Exceeds Standards					
33. PROFESSIONAL EXPERTISE: Professional knowledge, proficiency, and qualifications.	Lacks basic profession to perform effectively. Cannot apply basic ski Fails to develop profes achieve timely qualific	lls.	-	 Has thorough professional k Competently performs both and new tasks. Steadily improves skills, act timely qualifications. 	-	- Recognized expert, sought after to solve difficult problems Exceptionally skilled, develops and executes innovative ideas Achieves early/highly advanced qualifications.						
NOB												
34. EQUAL OPPORTUNITY: Fairness, respect for human worth.	 Displays personal bias in harassment. Tolerates bias, unfairn harassment in subording. Lacks respect for EO of a linerferes with order and a linerferes. 	ess or lates. objectives.	-	 Always treats others with fa and respect. Does not condone bias or hi in or outside of workplace. Supports Navy EO objective Contributes to unit cohesive 	arassment es.	-	- Admired for fairness and human respect Ensures a climate of fairness and respect for human worth. - Pro-active EO leader, achieves concrete EO objectives. - Leader and model contributor to unit					
NOB	by disregarding rights	of others.		and morale.			cohesiveness and morale.					
35. MILITARY BEARING/ CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core	- Consistently unsat apperature - Unsatisfactory demean - Unable to meet one or physical readiness stan - Fails to live up to one Navy Core Values: HCOURAGE, COMMIT	or/conduct. more dards. or more ONOR,	- - -	- Excellent personal appearan - Excellent demeanor or cond - Complies with physical read program, within all standard - Always lives up to Navy Co Values: HONOR, COURAG COMMITMENT.	uct. liness ls. ore	- - - -	- Exemplary personal appearance Exemplary representative of Navy Excellent or outstanding PRT. A leader in physical readiness Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.					
Values. NOB	- Creates conflict, unwil	lias to weak		Deleferes others' offerts			- Team builder, inspires cooperation					
TEAMWORK: Contributions to team building and team results.	- Creates connect, unwin with others, puts self a - Fails to understand tea teamwork techniques Does not take direction	bove team. m goals or	-	 Reinforces others' efforts, a personal commitments to ter Understands team goals, em good teamwork techniques. Accepts and offers team directions 	am. aploys	-	and progress. Talented mentor, focuses goals and techniques for team. The best at accepting and offering team direction.					
NOB							·					
37. MISSION AC- COMPLISHMENT AND INITIATIVE: Taking initiative, planning, prior- itizing, achieving mission.	- Lacks initiative - Unable to plan or prior - Does not maintain read - Fails to get the job don	liness.	-	- Takes initiative to meet goal - Plans/prioritizes effectively Maintains high state of read - Always gets the job done.			- Develops innovative ways to accomplish mission. - Plans/prioritizes with exceptional skill and foresight. - Maintains superior readiness, even with limited resources. - Gets jobs done earlier and far better than expected.					
NOB NAVPERS 1610/2 (7	7.05\		Ken egati a	EXPERT 2	B_OF	-						

West Comment

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merical ranking permined. Comments	nis. No nu 1 (10 to 12 p	st be specifically substantiated in comme prohibited. Font must be 10 or 12 pitch	hted type is	', underlined, italic, or other highlig	ei. COMMENISO must be verifiable. E
		_		DO, Dept Héad, XO, OIC, CO, Majo	
		uch as: LCPO, DEPT CPO,	e eignments	cening this individual for next career nay be for competitive schools or duty as	Recommendations m
				expenence.	МОВ
- Warfare skills in specialty exceed others of same rank and experience.		 Warfare skills in specially equal to others of same rank and experience. 	_	- Warfare skills in specialty are below standards compared to others of same rank and	employment of
- innovatively employs ship(s), sireraft, or weapons systems. Well shove others in warfare knowledge and employment.	-	- Capably employs ship(s), sircisft, or weapons systems. Equal to others in warfare knowledge and employment.		- Has dirficulty in ship(s), sucresh or wespons systems employment. Below others in knowledge and employment.	PERFORMANCE: Officers only) Basic and tactical
for rank and experience.	-	- Attains qualifications as required and expected.	-	- Has difficulty attaining qualification expected for rank or experience.	39. TACITCAL
professional lives of others.		personal and professional welfare.		subordinates.	NOB
maintains top safety record. - Constantly improves the personal an	-	equipment Routinely considers subordinates'	-	practices Does not attend to welfare of	
challenges and inspues others. Exceptional communicator. Makes subordinates safety-conscious	-	- Clear, timely communicator. - Engures safety of personnel and	-	tolerate atress Inadequate communicator Tolerates hazards or unsafe	-
further command mission. - Perseveres through the toughest	-	which support command mission Performs well in stressful situations.	-	relevant to command mission. - Lacks ability to cope with or	accomplish goals.
 Superb organizer, great foresight, gets ahead of problems. Leadership achievements dramaticall 	-	 Organizes successfully, solves problems as they occur. Sets/schieves useful, realistic goals 	_	- Fails to organize, creates problems for subordinates. - Does not set or achieve goals	Organizing, motivating and developing others to
- Inspuring motivator and trainer, consistently builds winners.	-	- Effectively motivates, trains and develops subordinates.		- Fails to motivate, train or develop	TEADERSHIP:
5.0* Greatly Exceeds Standards	4.0 Above Standards	3.0 Meets Standards	2.0 Fressing	1.0* Below Standards	PERFORMANCE TRAITS
~(a) (a)		CDE IIS			MYDDPE' 3
) (7)(9),7		2. Grade/Rate 3. Desig		: MI SUTIEX)	1. Name (Last, First

Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report

Progressing

Date:

Date:

I do not intend to submit a statement

ARLINGTON, VA 22242-5160

SEST TEEFERSON DAVIS HWY

NAVSEASYSCOM (08)

44. Reporting Senior Address

apprised of my performance, and understand my right to make a statement." 46. Signature of individual evaluated. "I have seen this report, been

I intend to submit a statement

Promote

Early

Promote

Must

Promotable

NYABEBS 1010/5 (1-62)

45. Signature of Reporting Senior

SUMMARY

INDIVIDUAL

Recommendation

Promotion

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Significant Problems

X

NOB

FITNESS REPORT & CC SELING RECORD (E7-06) RCS BUPERS 1610-1											
1. Name (Last, First M				2 Grade/Rate	3. Desig		4. 8SN / 1 (c) 7				
	COTT D	(1770	7 91: 10	CDR		1120	Ubj/6)3				
S. ACT TAR IN	ACT AT/ADSW/ 265	6. UIC	7. Ship/St		I DO	- 1	romotion Status 9. Date Reported 97AUG11				
Occasion for Report	Detachment	31051 Detachmen		ICAF WASHINGTON	Period of		REGULAR 97AUG11				
10. Periodic	11. of Individual X			13. Special	14. From:		JL08 15.To: 98JUN12				
16. Not Observed	Type of Report				20. Physic	al Readines:					
Report X	17. Regular X	18. Cone		19. Ops Cdr		P/WS	NA NA				
22. Reporting Senior		23. Grade MGEN	24. Desig USA	ł	אנים	26. UIC					
	ment and command achiev		USA	COMMANDA	1// 1	104-	50 10 50 77				
			ilitar	y education (JPME	Phase	s I an	d II).				
							1				
			·								
29. Primary/Collatera STUDENT	/Watchstanding duties. (E										
	STUDENT Student in postgraduate joint professional military education studying the resource component of national security strategy.										
LV/TVL - 97JUL08 TO 97AUG10.											
For Mid-term Counseling enter 30 and 31 from cou	Use. (When completing FITE		ate Counsel			32.	Signature of Individual Counseled				
			OT RE		not yet me	et all 3 0 sta	ndards: 3.0 - Meets all 3.0				
PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.											
PERFORMANCE	1.0*		2.0 Pro-	3.0		4.0 Above	5.0*				
TRAITS	Below Standard		gressing	Meets Standards		Standards	Greatly Exceeds Standards				
33. PROFESSIONAL	 Lacks basic professiona to perform effectively. 	l knowledge	-	- Has thorough professional kno	wledge.	-	- Recognized expert, sought after to solve difficult problems.				
EXPERTISE:	- Cannot apply basic skil	ls.	-	- Competently performs both ro	utine	-	- Exceptionally skilled, develops and				
Professional knowledge,	- Fails to develop profess	ionally or	-	and new tasks. Steadily improves skills, achie	ves	-	executes innovative ideas Achieves early/highly advanced				
proficiency, and qualifications.	achieve timely qualifica	tions.		timely qualifications.			qualifications.				
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	Di-day and biss			Alumana transfer others with fair							
34. EQUAL	- Displays personal bias o in harassment.		-	 Always treats others with fair: and respect. 		-	- Admired for fairness and human respect.				
OPPORTUNITY: Fairness, respect	- Tolerates bias, unfairnes harassment in subordina		-	 Does not condone bias or hara in or outside of workplace. 	ssment	-	- Ensures a climate of fairness and respect for human worth.				
for human worth.	- Lacks respect for EO of		-	- Supports Navy EO objectives.		-	- Pro-active EO leader, achieves				
	- Interferes with order an		-	- Contributes to unit cohesivene	ss	-	concrete EO objectives. - Leader and model contributor to unit				
NOB	by disregarding rights o	f others.		and morale.			cohesiveness and morale.				
35.	- Consistently unsat appe	arance.		- Excellent personal appearance	<u> </u>		- Exemplary personal appearance.				
MILITARY BEARING/	- Unsatisfactory demeand	or/conduct.	-	- Excellent demeanor or conduc	ct.	-	- Exemplary representative of Navy.				
CHARACTER: Appearance,	 Unable to meet one or rephysical readiness stand 		-	 Complies with physical readir program, within all standards. 		-	- Excellent or outstanding PRT. A leader in physical readiness.				
conduct, physical fitness, adherence	- Fails to live up to one of Navy Core Values: HO		-	 Always lives up to Navy Core Values: HONOR, COURAGE 		-	- Exemplifies Navy Core Values: HONOR, COURAGE.				
to Navy Core Values	COURAGE, COMMIT			COMMITMENT.	-		COMMITMENT.				
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36.	- Creates conflict, unwill	ling to work	-	- Reinforces others' efforts, mee	ts	-	- Team builder, inspires cooperation				
TEAMWORK: Contributions to	with others, puts self at - Fails to understand tear		-	personal commitments to team - Understands team goals, emple		_	and progress Talented mentor, focuses goals and				
team building and	teamwork techniques.			good teamwork techniques.	-		techniques for team.				
team results.	- Does not take direction	is well.	-	- Accepts and offers team direct	1011.	-	- The best at accepting and offering team direction.				
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37.	- Lacks initiative.		-	- Takes initiative to meet goals.		-	- Develops innovative ways to accomplish mission.				
MISSION AC- COMPLISHMENT	- Unable to plan or prior	itize.	_	- Plans/prioritizes effectively.		-	- Plans/prioritizes with exceptional				
AND INITIATIVE: Taking initiative,	- Does not maintain read	iness.		- Maintains high state or reading	ess.	_	skill and foresight Maintains superior readiness, even				
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34.	- Displays personal bias o	or engages		- Always t	reats others with fairnes	s	-	- Admired	for fairness and huma	
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Exceptional communicator.	- -		, timely communica			te communicator	- Inadequa	
challenges and inspires others.	1	.cronmmre r	nicoane in IIau eiii				tolerate si	
further command mission. Perseveres through the toughest	-		support command rms well in stressfu			o command miss ility to cope with		secomblish goals.
Leadership achievements dramatically	- -		ichieves useful, real	- Sets/a		set or achieve go	- Does not	developing others to
gets ahead of problems.		22410	ems as they occur.		Supposed		Todus 101	monvaing and
consistently builds winners. Superb organizer, great foresight,	1 1	24V[0]	ops subordinates. nizes successfully, s		smaldonn	ites. rganize, creates	snibroduz	Organizing, Organizing,
Inspiring motivator and trainer,		bas sai	tively motivates, tra	oeffec		notivate, train or		38.
				aniss	212		T	
CHECKLY EXCECUS SIGNISHES	Standards	C:	INTECES SIGNICATO	1 -01	r	SDIEDHEIG WOLDS	J 1	CIIVII
5.0* Greatly Exceeds Standards	SvodA	s	3.0 Meets Standard	-01		1.0* Selow Standards	E	PERFORMANCE TRAITS
*0.8	4.0 Above	T	0.£			*0.1		PERFORMANCE
	4.0 Above	211	3.0 3.0			I.0*	77072	MADDLE 1.
(9) (9)77 (9) (9)77	4.0 Above	3. Design	2. Grade/Rate	0.2		1.0*	st MI Suffix) S C O T T	PERFORMANCE VAND DE L 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
0.8	4.0 Above	3. Design	2. Grade/Rate	0.2		1.0	st MI Suffix) S C O T T	MADDLE 1.

Date:

Date:

Oste:

A7. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report

	PORT & COUNSE		RECOF	RD (E7 - O6)			RCS BUF	PERS 1610-1
I. Name (Last, Fire WADDLE)				2. Grade/Rate LCDR	3. Desi.		4. SSN	6)(6)]
5. ACT TAR	INACT AT/ADSW/ 6. UIC	387	7. Ship/S S S N -	Station -711 SAN FRANCI	0.02		Promotion Status SELECTED	9. Date Reported 95FEB21
Occasion for Report	Detachment De	tachm		13. Special	Period of	neu	0 V 🗓 15. To	. 960CT31
16. Not Observed	Type of Report	porting	g Senior L		20. Phys	ical Readi	ness 21. Biller	Subcategory (if any)
Report 22. Reporting Senio	1		ncurrent	19. Ops Cdr g	P/W	126. U	N A IC 27. K축자	
L(P)(C)	J CDI	7	7750				887	1(6)]
	oyment and command achievem raining-ba Deplo		ZA3 E	TPAC-la Deploye	d WES	CAPAC	- 5	•
								<u> </u>
ΧO	ral/Watchstanding duties. (Ente	ve	Offic		tor-	L - W	ATCH: (at	
sea) Comm	and Duty Office	er-]	15.					
For Mid-term Counseling U enter 30 and 31 from counse	se. (When completing FITREP, ling record, sign 32.		Date Couns		7	32	. Signature of India	dual Counseled
PERFORMANCE T	RAITS: 1.0 - Below standards/r	ot pro	gressing or	UNSAT in any one standard;	2.0 - Doe:	s not yet m	neet all 3.0 standards	; 3.0 - Meets all 3.0
standards; 4.0 - Exc PERFORMANCE	eeds most 3.0 standards; 5.0 - 1	Meets	overall crite	eria and most of the specific sta	ndards for	5.0. Stan		usive. 0*
TRAITS	Below Standards		Pro- gressing	Meets Standards		Above Standards	Greatly Exce	eeds Standards
33. PROFESSIONAL EXPERTISE:	- Lacks basic professional know to perform effectively.	/ledge	-	- Has thorough professional k	•	-	- Recognized expe	blems.
Professional knowledge,	- Cannot apply basic skills Fails to develop professionally	or /	_	- Competently performs both and new tasks. - Steadily improves skills, ach		_	- Exceptionally ski executes innovati - Achieves early/hi	ve ideas.
proficiency, and qualifications.	achieve timely qualifications.			timely qualifications.			qualifications.	3 ,
NOВ								X
34. EQUAL	 Displays personal bias or enga in harassment. 	iges	-	- Always treats others with fa and respect.		-	- Admired for fairn respect.	
OPPORTUNITY: Fairness, respect for human worth.	 Tolerates bias, unfairness or harassment in subordinates. Lacks respect for EO objectiv 	es.	-	 Does not condone bias or ha in or outside of workplace. Supports Navy EO objective 		-	- Ensures a climate respect for human - Pro-active EO lea concrete EO obje	n worth. der, achieves
	- Interferes with order and disci by disregarding rights of other	pline s.	-	- Contributes to unit cohesive and morale.	ness	-		l contributor to unit
иов 🗌						X	-13	
35. MILITARY	- Consistently unsat appearance - Unsatisfactory demeanor/cond		-	- Excellent personal appearant - Excellent demeanor or cond	uct.	-	- Exemplary person - Exemplary repres	entative of Navy.
BEARING/ CHARACTER:	 Unable to meet one or more physical readiness standards. Fails to live up to one or more 		-	 Complies with physical read program, within all standard Always lives up to Navy Co 	s.	-	- Excellent or outst leader in physical - Exemplifies Navy	readiness.
Appearance, conduct, physical fitness, adherence	Navy Core Values: HONOR, COURAGE, COMMITMENT		-	Values: HONOR, COURAC COMMITMENT.		_	HONOR, COUR COMMITMENT	AGE,
to Navy Core Values. NOB	,	_				X		
36.	- Creates conflict, unwilling to	work	-	- Reinforces others' efforts, m		<u> </u>	- Team builder, ins	pires cooperation
TEAMWORK: Contributions to	with others, puts self above te - Fails to understand team goals	am. or	-	personal commitments to tea - Understands team goals, em good teamwork techniques.		-	and progress. - Talented mentor, techniques for tea	
team building and team results.	teamwork techniques Does not take direction well.		-	- Accepts and offers team dire	ection.	-	- The best at accep team direction.	
NOD			[]		[]	ļ		-
NOB	- Lacks initiative	ᆜ		- Takes initiative to meet goal			- Develops innovat	X ive ways to
MISSION AC- COMPLISHMENT	- Unable to plan or prioritize.			- Plans/prioritizes effectively.	~-	_	accomplish missic - Plans/prioritizes	on. with exceptional
AND INITIATIVE: Taking initiative,	- Does not maintain readiness.		-	- Maintains high state of readi	ness.	-	skill and foresight - Maintains superio	t. or readiness, even
planning, prior- itizing, achieving	- Fails to get the job done.		-	- Always gets the job done.		-	with limited resources	rlier and far
mission. NOB				_	79	- النسا	better than expect	ea.
NAVPERS 1610/2 (7	-95)		- 10 La	TEXABIL 7		8	1	
		1	in Stanford	DAGE	- X -	arrive and an arrive		

te.

FITUESS REPORT & COUNSELING RECORD (E7 - 06) (cont'd)

Date:

KCS BUPERS 1610-1

REPORT ON THE FITNESS OF OFFICERS

	I. NAME (LAST, FIRST, MIDDLE	2. GR	ADE	T :	3. DESIG. 4		4. SSN								
	WADDLE SCOTT DANIEL							CDR		מפננ		1016) (C)			
	5. AT/ADT/ADSW/ 6. UIC 7. SHIP/STATION 2SN-711 SAN						8. DATE REPORTED								
	OCCASION FOR REPORT X 9. PERIODIC 10. DETACHMENT OF REPORTING SENIOR 11. D OFFI							PERIOD OF REPORT 12. FROM: 95FEBLS				A 13. 950CT31			
	TYPE OF REPORT X 14. REGULAR 15. CON- CURRENT 16. SPECIAL							7. OPS BASIS FOR OBSERVATION 19. FRE-QUENT					20. INFRE- QUENT		
	DEPLOYED WES	TPAC-	2 uP	-	/TR	AIN	ING-	3					22. DAYS OF	COMBAT	
	23. REPORTING SENIOR (LAST N.			1	TITLE		25. GF	DR	2	1120 110	27	-(B)(G)	I.	
	28. DUTIES ASSIGNED (CONTINUED ON REVERSE) XO-EXECUTIVE OFFICER-8; COMMAND DUTY OFFICER-8														
	SPECIFIC ASPECTS OF PERFORM 29. GOAL SETTING & ACHIEVEMENT	30. SUBOI & DEVEL		ИТ .	Α.		VORKING ATIONS			UIP, & MA- L MGMT.	A		AVY ORGAN ON SUPPORT		
A	34. RESPONSE IN STRESSFUL SITUATIONS					A 35. EQUAL OPPORTUNITY			36. SPEAKING A				37. WRITING ABILITY A		
	WARFARE SPECIALTY SKILLS 38. SEA- MANSHIP A 39. AIR- MANSH	IP N	40. WATCH STANDING	P	1	41. TAC	CIENCY	AS	2. LE HIP	ADERA		43.			
	44. SUBSPECIALTY CODE 4053F		QUIRED BY E	MILLET 46		X	UTILIZATIO 47. FRE- QUENT	NC	48. I QUE	NFRE-	49. NOI		50. PERFOR- MANCE	A	
	MISSION CONTRIBUTION	NOT OBS.	A .	В	c		D*	E*		F•	G*		н•	I*	
	EVALUATION 52.		X												
	SUMMARY TREND OF PERFORMANCE	ם	3	ם		0	0	0		٥	0		0	0	
	53. FIRST REPORT	54. CON- SISTENT SIRABILITY		55. IMP	PROVIN	√G	56	5. DECLINING) •						
В	57.	COM- ND		OPERA- NAL		A	59. STAF	F A	OTIO	60. JOINT/ OSD	A		FOREIGN ORE	Α	
	X 62. EARLY	3. REGULAR		64. NO*		65. N	UMBER OMMENDED	7		66. RANKING	1			1.30	
	PERSONAL TRAITS 67. JUDG- MENT A 68. IMAGIN- ATION ATIO							70. PERSONAL A 71. FORCE-FULNESS A					72. MILITARY BEARING A 76. PROMOTION STATUS		
c	·		/ W Z		74.		Lonimo		75.			_	REG	105	
	WEAKNESSES DISCUSSED? 77. NONE NOTED	78. YES		79. N	ю*		STATE 80. NO DESIR	T		81. ATTACHED) 				
								ED (IAW BUP TATEMENT.		NST 1611.17): *1 HA	VE SEE	N THIS	REPORT AN	ID	
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Ε	83. DATE SIGNED 84. RE	S. PART.	85. 5				ING SENIOR			·····					
	1 5 NOV 1995]			= ' = ') ((2)_							-	
	COMMANDING OF	FFICE:		NAZ Z	F	ŔAN	CIZC0	N22}	- 7	ll, di	c 5	088	37		
	86. DATE SIGNED	GNATURE OI	REGULAR R	EPORTING	SENIC	R ON C	ONCURREN	T AND CONC	URR	ENT/SPECIAL REP	ORT				
L	NAVPERS 1611/1 (REV. 2-94)						79			····		• COM	MENT REQU	IRED	
		(-		E7	KHI KGE	BIT.	COPY:O	PUPPE RECO	Audio State	OFFIC	CER		REPORTI		

28 DUTTIES ASSIGNED (Con	olmund'

88. COMMENTS. Particularly comment upon the officer's overall leadership ability, personal traits not listed on the reverse side, and estimated or actual performance in combat. Include comments pertaining to unique skills and distinctions that may be important to career development and future assignment. A mark in boxes with an asterisk (*) indicates adversity and supporting comments are required.

BEST XO IN THE SQUADRON

LCDR WADDLE is a truly <u>outstanding Executive Officer</u>. In only eight months as XO he has stimulated dramatic improvements in every area of the ship. Specifics include:

- <u>SECOND IN COMMAND</u>. Earned a NAVY COMMENDATION MEDAL for service as <u>Command Duty Officer for a mission of great significance to the security of the US government</u>. Consistently displayed command judgment and tactical expertise during the most demanding operations conducted by a submarine in peacetime.
- MAKES THINGS HAPPEN. Improved every process in the ship by enforcing due dates and demanding quality. Relentlessly pursued items requiring action, raising the standard shipwide. THE PERFECT XOII
- <u>OUTSTANDING PLANNER</u>. Prepared the ship for a **short notice deployment to WESTPAC**, guiding the completion of all pre-deployment milestones in half the time normally allotted for deployment preparations.
- **DEAN OF ACADEMICS**. Upgraded the quality of training by teaching officers and CPOs how to run an effective program. His efforts have **improved every training program on the ship**.
- <u>EXPERT MANAGER</u>. Raised the Radiological Health Program from a weak average to a SOLID ABOVE AVERAGE, earning the praise of Squadron inspectors who found **no significant** deficiencies during an External Radiation Health Audit.
- <u>SAVED THE SHIP</u>. Lead the effort to combat a major rupture in a 3,000 psi hydraulic system which occurred during the conduct of sensitive tactical operations deployed. Boldly intervened under perilous conditions to take immediate damage control actions and organize the efforts of apprehensive subordinates. By his courage, he prevented a fire that could have resulted in loss of the ship and crew.

LCDR WADDLE's inspirational leadership, technical talent and strength of character have revitalized the command and <u>made everything better!</u> He possesses all the attributes needed for success in command. He has been evaluated by the Squadron Commander as "The Number One Executive Officer in the squadron" and "definitely in the must promote and must screen category." He is most strongly recommended for accelerated promotion to Commander and assignment to Command of an SSN.

Ready for command! He is better than any of

~.

the 40 x0's I observed in two years as a TYCOM

Taitiful Readiness Inspector SCREEN FOR COMMANO!

WXLL COR, USN